

ORIENTATION MANUAL FOR NEW LIBRARY DIRECTORS

2ND EDITION, REVISED

UTAH STATE LIBRARY DIVISION

DEPARTMENT OF COMMUNITY AND CULTURE

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Orientation Manual for New Library Directors

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Introduction

Welcome to today's library

Congratulations on your appointment as public library director! What a rewarding adventure you're starting. We hope you will find it as satisfying as we have, and that you'll come to understand the elements that make your library a great institution, because, as Ruth Perry said, "public libraries are the cornerstone of a true democracy."

--Donna Jones Morris, Utah State Librarian



Donna Jones Morris

Orientation – putting the library pieces together

This orientation manual is meant to get you started in your new job. It will help you know what to expect: what public library work is all about, what your role is, and how to do it in ways that meet the unique needs of your community.

You are not alone

The Utah State Library (USL) is a primary resource for new directors. As the agency responsible for statewide library leadership and development, the staff includes librarians with expertise in a variety of subjects, and they are all available to help you become oriented to library service. One staff member will be assigned to be the consultant for your library.

My State Library consultant: _____

Within Utah's library community you have many colleagues that you can turn to for advice, mentoring, and networking. There are approximately 135 managers of public library facilities that serve populations as small as 800 to more than 500,000, and they're all willing to share information and experiences. The Utah Library Association, the state's professional organization for librarians, provides additional opportunities for professional growth and training.

The Public Library

The library – tradition and trust

As you settle into your new job, you will grow to know the special opportunity that working in your local public library offers. The public library is a revered institution in towns and cities all across the country, symbolizing the best in American values and culture. The responsibility now rests on your shoulders to ensure that your local library measures up to a long tradition of public trust and public service.

The library – a public institution

The concept of a free tax-supported public library parallels the development of our nation's public education system. The public library is generally referred to as "the people's university" because individuals of all ages and all backgrounds are welcome to use freely available library resources to pursue lifelong learning.



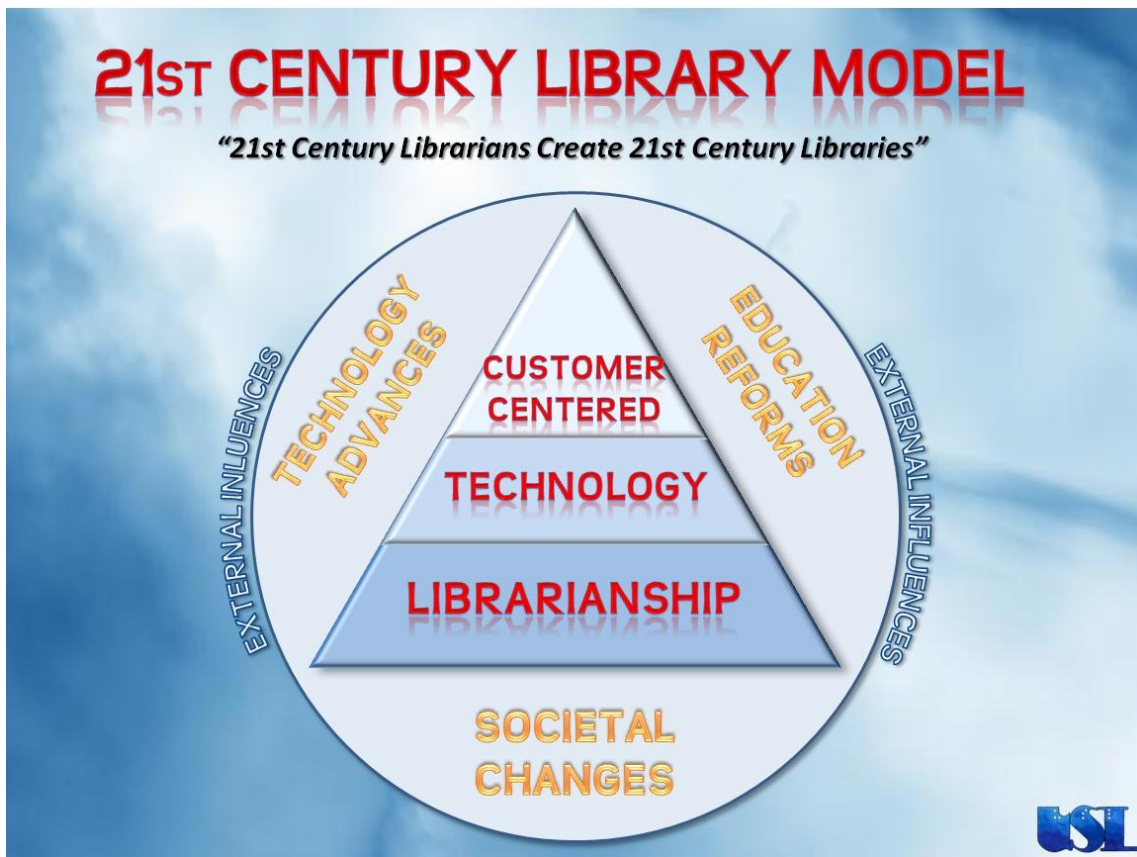
The library – more than a building

Historically, the phrase "public library" has invoked an image of a prominent civic building with books. The building itself has been and still is a point of pride for the community that owns it. Currently, though, the library is transforming into an important community asset where citizens feel the impact of the library in their lives. Public libraries are becoming more and more "without walls," where community members use library resources online 24/7. The librarian engages others in the community to promote knowledge sharing and literacy; ideas are shared in varieties of formats to a diverse population.

The library — a changing entity

A healthy library in the 21st century continually looks ahead and pursues opportunities for delivering necessary and relevant services in appealing ways. There are always new fields of knowledge to acquire, new information formats to integrate, new technologies to implement, and new groups of users to attend to. The library must engage in strategic planning in order to effectively address specific community needs. This planning must be customer centered; must see technology both as a mechanism to deliver services and as a driver of change; and must recognize the need of library staff with intimate knowledge of current societal changes, education reform, technological advances and external factors that affect the mission of the public library.

As a result of external influences, such as technological advances, education reform, and societal changes, a new model for librarianship emerges as a pyramid with the professional development and retraining of the librarian as its base, the full understanding and integration of technology in business processes, with the absolute focus of offering a necessary, relevant, and appealing service to the customer. A visual representation of this emerging model is presented below, and its core elements are explored in the wiki, <http://21stcenturylibrarianship.wikispaces.com/>



21st Century Library Model, Stephen M. Matthews PhD. et al., USL

The Director's Job

What does the Library Director do?

The director of a public library is an administrator and business manager with ultimate responsibility for the successful operation of the library.

The library director plans and carries out library service objectives, prepares budgets, purchases materials and equipment needed to run the library, supervises employees, arranges for maintenance of the building and grounds, creates publicity for the library, prepares grant applications, collects statistical data to evaluate the efficiency of the library and establishes cooperative relationships with the Library Board and governing authority. The director also serves as the lead professional librarian who is knowledgeable of library best practices, sets an example for others in the delivery of reference and readers' services, and uses technology to enhance library operations.

Get on board quickly

As a new director, it is vital that you learn about your new job and your working environment as soon as possible after accepting your position. One way to acquaint yourself with the library and your new responsibilities is to do a *walk-around, look-around tour*. Tour the building, grounds, and all offices. Visit with staff, board members, and your counterparts in local government. Ask open-ended questions, (what do you like best/least about working here) and listen carefully to the answers.

The director must have *efficient workspace*. Organize the director's office or workspace so that it works for you. Have fingertip access to the files, statistics, and directories that you may need on a daily basis, or a moment's notice. Being prepared to respond to the public, press, or library board, for information about the library is an important of the director's job.

Locate your *budget and grants information*. If you don't know how your library is funded, find out immediately. Schedule a meeting with the board chair and the budget officer for your funding authority. Do not wait until a new budget is due. If you are unsure about the status of a grant, contact the State Library.

MUST DO IMMEDIATELY

- ☐ Tour the library in-depth (inside and outside)
- ☐ Meet with staff as a group and individually
- ☐ Meet with library board of trustees
- ☐ Meet with city/county officials (e.g. Human Resources, Finance, City or County Manager, Mayor)

Certified Public Libraries

Certification benefits

Only certified public libraries are eligible for Community Library Enhancement Fund (CLEF) Grants and federal grants, such as LSTA (when available) and E-Rate discounts. Certified public libraries receive the full range of support services from the State Library, and staff members from certified libraries are given preference in training programs. The State Library sets the performance standards for library certification. State law dictates the legal requirements for establishing legitimate public libraries. “Libraries” that do not have an official legal status and cannot meet the specifications of the State Library service standards are classified as Volunteer Libraries.

What is a legally established public library in Utah?

The Utah Code stipulates that any city or county may legally establish and maintain a public library. Further, the Code authorizes the establishment of a tax rate to support library services and requires the appointment of a lay board of directors for a library to have legal standing. Utah Code Annotated (UCA) 9-7-401, 9-7-501.

According to the Institute of Museum and Library Services (IMLS), a public library is established under state enabling laws or regulations to serve a community, district, or region, and provides at least the following:

- An organized collection of print or other library materials, or a combination thereof
- Paid staff
- An established schedule in which services of the staff are available to the public
- The facilities necessary to support such a collection, staff, and schedule
- Supported in whole or in part with public funds

Source: <http://harvester.census.gov/imls/publib.asp>

What are certification standards?

Once a library is established by either a city or county jurisdiction, it is expected to meet a certain set of guidelines, called certification standards, established by the Utah State Library. Standards describe the minimally acceptable levels of performance in crucial areas of library operations, such as governance, funding, personnel, collections, public access, and more. Standards help ensure conformance to professionally accepted practices and establish benchmarks for libraries to improve service over time.

The Library Board

Why do you need a library board of directors?

A library board is created by law to act as a citizen control or governing body of the library. By Utah statute, municipal and county authorities must appoint a lay board of directors to oversee public library operations. (UCA 9-7-402, 9-7-502). The board is answerable to the governing body that appoints them and to the citizens they represent. Over 500 citizens in Utah serve on library boards.

Responsibilities of the Board

Members of a library board are often referred to as trustees. The main responsibilities of the library board of directors include promoting the mission of the library, adopting a strategic plan, setting appropriate policies for library services, advocating for library issues, overseeing the expenditure public funds and working to retain a qualified library director (UCA 9-7-404 thru 407, 9-7-504 thru 507).

Director and board: partners for library service

The library director is a crucial partner to the board in planning and administering library service. The librarian is responsible for administrative activities and the day-to-day operations of the library. The board serves as the eyes and ears of the community and provides invaluable guidance for planning library service.

Board housekeeping

Every library board should establish bylaws, a set of rules that define the structure and function of the board and its operational procedures. These bylaws should be approved by the local government authority and become a part of local ordinances. The board chair and director are responsible for ensuring that board appointments are kept current and reported to the State Library. All new appointees should receive an orientation and periodic refresher training is recommended for the whole board. Board members should be encouraged to attend training and workshops sponsored by the State Library, the Utah Library Association, and other library organizations.



Funding & Budgets

How are libraries funded?

In Utah, there are two primary mechanisms for government funding of library operations: 1) a dedicated library tax or 2) an apportionment from the General Fund. Municipalities and counties are empowered by the Utah Code to impose a separate dedicated library tax known as the library fund. Current law limits this tax to .001 of the taxable value of taxable property within that jurisdiction. (UCA 9-7-401, 9-7-501). Otherwise, the library is allocated a portion from the local government's General Fund meaning that libraries reapply for their budget amounts each year. State Library Certification Standards mandate that at least 65% of a library's funding be from local government sources (city and/or county). Libraries may seek supplemental funds through grants, Friends' fundraising and planned giving campaigns.

The budget process

The library director drafts the library budget, with board oversight, and with guidance from the budget manager of the funding authority. Preparation of the budget starts about 6 months ahead of time. The rule-of-thumb percentages in a library budget are: 60-80% personnel, 10-20 % materials, and the balance for all other expenses. Grant receipts and expenditures must be tracked separately.



If this is your first budget, don't just assume the budgets of the past correctly reflected the library's resources. Scrutinize the current budget to ascertain that the library's revenues and expenses are itemized correctly. Be sure you understand the accounts and balances you are working with and keep digging for clarification.

What is Maintenance of Effort?

To prevent local funding authorities from withdrawing financial support for the public library or disproportionately targeting the library for budget cuts from year to year, the Certification Standards stipulate that the jurisdiction shall comply with maintenance of effort funding for the library by expending an amount no less than 90% of the amount actually expended on the library in the second preceding fiscal year, exclusive of capital outlay and one-time increases.

Core Functions & Services

Library core services

Libraries serve as the collective memory of our society. In order for a library to operate as an organized repository for the acquisition and dissemination of recorded knowledge, certain activities are routinely performed.



The functions that form the foundation for library service are:

- 1) Serving the public
- 2) Administration of the library
- 3) Building the collection of books and materials, including online materials
- 4) Making the collection accessible for use
- 5) Technology (computers, Internet access)

New directors should become informed about philosophies and standard practices in these core service areas. Technology affects how many library services are delivered today, so the director needs to become aware of advances in library automation and other library-enhancing applications.

State Library support for core services

Recognizing that many of Utah's public libraries have limited resources to provide in-depth library service, the State Library serves as a back up for these libraries. Specifically, libraries can call upon USL for help in answering reference questions, cataloging instruction, interlibrary loan service, collection development tools, and "how-to-do-it" library literature. Additionally, every library has an assigned consultant who can direct the library to other helpful resources.

Library Image: Policies & Personnel

What's your library's image?

Public opinion about the library is greatly influenced by the policies that govern the library and the service that library members receive. New directors are wise to take time to develop thoughtful policies, store the written policies in a handy manual, and ensure that the staff is trained to interpret and apply the policies appropriately.

Developing library policies

Developing policies to guide the operations of the library is one of the shared duties of the library director and library board. The director, with input from the staff, is responsible for articulating the policy issues to be addressed and proposing solutions that conform to generally accepted library practices. Prior to final adoption by the board, the policies should be submitted for review by the legal department of local government to ensure the policy's enforceability.

Compiling library policies

Written policies are essential to effective library operations. A policy manual helps ensure fair treatment of all patrons and staff, helps ensure conformity to local, state, and federal laws, and helps ensure quality service for everyone in the community. The policy manual may contain internal policies as well as directives from outside the organization, such as, personnel and labor laws.

Procedures follow policies

Although the board sets the policy, the daily tasks of putting the policy into action are delegated to the director and staff. Policies are implemented through internal procedures that must be put in writing for staff to refer to. Procedures are the step-by-step actions needed to carry out specific tasks and should be written in enough detail so that someone unfamiliar with the job could perform the function.

Personnel – making policies work

The library director is responsible for hiring, training, and supervising a competent workforce. The staff then enforces the library's service policies and is in essence the face

of the library. The director should make sure that all library job descriptions are current and contain a reference to desired customer relations skills. *The library staff is the most effective public relations tool the library has.*

Internet Policies and Intellectual Freedom

Libraries have Internet computer stations for public use in order to provide the greatest range of resources for their patrons and to ensure equal access to online information for all. This professional commitment to an individual's right to seek information via the computer in a public space has forced libraries to adopt thoughtful and clear Internet policies that meet legal tests.

Policy requirements from the State of Utah

If the library wishes to receive state funds, it must have an Internet policy regarding use of the Internet by minors and an Internet filter on all computers available to the public. This filter must be set up to block images of child pornography and obscenity to all users, and items harmful to minors under 18. Procedures for policy enforcement must be specified.

Policy requirements from the federal government

The *Children's Internet Protection Act* (CIPA) requires libraries and schools to install filters on their Internet computers if they wish to retain federal funds. An additional proviso requires that the library have a means for disabling the filter at the request of an adult doing "research." CIPA directly affects eligibility for E-Rate telecommunications discounts and LSTA technology grants.

Principles at risk: Intellectual Freedom and Freedom from Censorship

Intellectual Freedom is a core value of the library profession. From the library perspective, it is the right of every individual to both seek and receive information from all points of view without restriction. It provides for free access to all expressions of ideas through which any and all sides of a question, cause, or movement, may be explored. All aspects of library service, everything from the selection of materials for the library, public use of meeting rooms, Internet usage, and patron library records are affected by the principles of Intellectual Freedom.

Censorship is any change in the access status of material, based on the content of the work and made by a governing authority or its representatives. The library profession generally opposes censorship, preferring instead to support an individual's right to freely choose reading and information sources.

Long-Range Planning

What is a long-range plan?

- It is a road map to get from one place to a better place.
- It is a logical process that leads to change or improvement.
- It helps groups and individuals make better-informed decisions that result in responsible and productive actions.
- It increases the effectiveness of the organization and assures that the stated goals and objectives will be reached.
- It requires future oriented thinking, i.e., what do we want to happen, provide, or change in library facilities, services, or technology?

Is a long-range plan required?

The State Library requires all certified public libraries to submit a three-year long range plan that addresses all aspects of library services, programs, infrastructure and technology. The long-range plan is one of the conditions for library certification and for remaining eligible for Community Library Enhancement Fund (CLEF) monies.



Who plans?

The library board in partnership with the library director and staff, and stakeholders in the community, engages in ongoing and comprehensive planning activities. When library planners put down on paper the goals and objectives that the library hopes to accomplish over a three-year period, they commit themselves to making it happen.

The State Library & Required Reporting

Responsibilities of the Utah State Library Division

The Utah Code has designated the State Library Division as “the library authority for the state” and has given it the responsibility for “general library services” (UCA 9-7-201). The State Library works on behalf of libraries and librarians” *to develop, advance, and promote library services and access to information.*” USL plays a key role in facilitating discussions on statewide issues, conducting training programs, coordinating resource sharing, and making site visits to meet and consult with library directors, trustees, and local elected leaders.

The Utah State Library Division is comprised of three major programs: Library Resources, Library Development, and The Library for the Blind and Disabled. A Utah State government entity, the Utah State Library is a part of the Department of Community and Culture.

Responsibilities of the library director

The State Library is mandated to document the progress of library service statewide. In order to fulfill this responsibility, USL is authorized to conduct surveys, collect statistics and planning documents, administer grant programs, and enforce selected library laws. In turn, the local library director is expected to comply with USL requests for information and to submit required reports and documents in a timely manner.

Required Reports

- **Annual Statistical Report of Library Service:** Due each March 30 (County Libraries); or Oct. 30 (City Libraries). This required report must be completed annually. Forms and instructions are mailed to every city and county library in advance of the report deadline. Forms and instructions for completing the annual report are available online. Contact: Juan Lee, jlee@utah.gov
<http://www.library.utah.gov/programs/development/statistics/index.html>
- **Library Recertification:** Due as determined by the State Library, typically annually. Contact your State Library Consultant for updates.
- **Community Library Enhancement Fund (CLEF) Report:** Due each July 31. Libraries that meet certification standards receive a check from the State of Utah at the beginning of each calendar year. Funds are dependent on current legislative authorization. Grant expenditures must be completed by June 30. Contact: Craig Neilson, cneilson@utah.gov
- **Internet Access Policy Updates:** Due every 3 years (next: 2013). Libraries need to certify that they meet state statutes for Internet policy every three years in order to be eligible for state/federal funding. Contact: Steve Matthews, smatthews@utah.gov
- **Long Range Plan:** Due during the recertification process, every three years, dependant upon your library's timing. The library prepares a long range planning document that includes goals, objectives, and activities for upcoming years. This is submitted to your State Library Consultant as needed.
- **Library Board Appointments and Staff Changes:** Due as they occur. Staff and Board changes should be reported to the State Library promptly. The State Library maintains a database of all public library staff and trustees: <http://library.utah.gov/directory>. Contact: Diana Walker, dlwalker@utah.gov
- **LSTA Federal Grants Report:** N/A. In the past, the State Library has offered LSTA grants. This program is currently inactive due to budget cuts. If it becomes available in the future, you will find information on the State Library's web site. Application and reporting deadlines will be updated each year by the LSTA Advisory Council.
- **Technology Plan:** Libraries that wish to apply for LSTA Grants (when applicable), or FCC Universal Service (E-Rate) discounts, must submit a technology plan. Libraries are required to have technology components in their long range plans.

Training & Professional Development

Utah Public Library Institute for Training – UPLIFT

New library directors who do not have a masters degree in library science are required to complete the training program called UPLIFT (Utah Public Library Institute for Training) in order for the library to retain certification. The UPLIFT curriculum offers classes in:

- Library administration
- Collection development
- Youth services
- Cataloging and Technical Services
- Technology
- Reference services



Library directors must attend four of the six courses to graduate from UPLIFT.

Training is essential

Training is a key component in the professional growth of a library director and the director's ability to cultivate good library service. Ideally, commitment to training will be a goal shared by both the library board and governing authority. Library budgets should contain specific line item funding for staff development. Additionally, the library director should be aware of other training and learning opportunities.

State Library sponsored training

Although basic UPLIFT is required for directors, the program is generally open to other key staff members as seating permits. Additional UPLIFT opportunities include advanced training in critical library topics, training for library trustees, special institutes, mini-workshops, teleconferences, grants to individuals and grants to library organizations. On-site training or live webinars can be arranged by request.

Professional literature

The State Library maintains a substantial collection of materials on library management and information technology that are available for libraries to borrow through Interlibrary Loan. The collection contains newly published works as well as classic texts. Newcomers as well as the experienced librarians will find something useful in this collection to further their professional knowledge.



www.pioneer.utah.gov

Pioneer: Utah's Online Library provides access to premium online resources for public libraries. Pioneer has online magazines, newspapers, health, business, genealogy, and auto repair resources, as well as downloadable audio books and videos – all from sources not found on the "free" Internet.

Pioneer was developed by the Utah State Library in cooperation with partners in the public school system and higher education to acquire licensed databases for the use of all Utah residents. USL provides Pioneer training for public library staff and helps libraries resolve connectivity issues.

Pioneer – any time, anywhere

Pioneer databases may be accessed at the library, at home, or anywhere else, 24/7. Home access requires a library card or a special access code that is issued by a local library for the use of their patrons. Call USL Library Resources for information about your local library *Home Access* code, 800-662-9150.

Your library's role

The State Library depends on local libraries to direct their patrons to these valuable resources and to help promote Pioneer usage in local communities.

Librarian as teacher-trainer

The Internet has revolutionized the way that libraries provide information services. Today's librarian must have an understanding of online database content and be able to teach others—library staff and library users—to find online information.

Pioneer: Utah's Online Library training is available as scheduled. Personalized on-site training or live Web seminars can be arranged by request. Contact Colleen Eggett, ceggett@utah.gov

New Director's Checklist

Documents to Have on Hand

- ✓ Local Library Ordinance
- ✓ Board Bylaws
- ✓ Minutes of past Board meetings
- ✓ Budget documents
- ✓ Annual reports
- ✓ Policies and Procedures Manual
- ✓ Internet Access Policy
- ✓ Library Certification documents
- ✓ List of Board members
- ✓ List of staff members
- ✓ List of local government officials
- ✓ Job Titles and position descriptions for staff
- ✓ Documents pertaining to the history of the library
- ✓ Documents pertaining to a new building project
- ✓ Other...



Laws You Should Know About

- ✓ State laws pertaining to libraries
- ✓ City and County Ordinances
- ✓ ADA Requirements (Employment Applications)
- ✓ Fair Labor Standards Act (FLSA)
- ✓ Family Medical Leave Act
- ✓ EEOC Sexual Harassment Regulations
- ✓ Title VII Civil Rights Act of 1964 (Anti-Discrimination)
- ✓ OSHA Blood Borne Pathogens Standards
- ✓ Local Ordinances- Building & Safety Issues
- ✓ Emergency Evacuation /Workplace Safety Rules
- ✓ Other...

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🔗 [www.statelibrary.sc.gov/docs/SC Library Standards 1998.pdf](http://www.statelibrary.sc.gov/docs/SC_Library_Standards_1998.pdf)

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🔗 <http://dpi.wi.gov/pld/aecontents.html>

Organizations

American Library Association

🔗 www.ala.org

Mountain Plains Library Association

🔗 www.usd.edu/mpla

Public Library Association, a Division of the American Library Association

🔗 www.pla.org

Utah Library Association

🔗 www.ula.org

Utah State Library Division

🔗 <http://library.utah.gov>

Resources

Library Laws of Utah: <http://library.utah.gov/services/trustees/laws.html>

Pioneer: Utah's Online Library premium databases: <http://pioneer.utah.gov/>

Standards for Utah Public Libraries:
<http://www.library.utah.gov/programs/development/certification.html>

State Library Workshops: <http://library.utah.gov/workshops/>

Utah Library Network (ULN) Discussion Listserv:
<http://library.utah.gov/programs/lists/index.html>